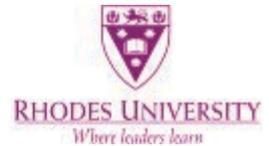


CAPACITY DEVELOPMENT TO SUPPORT SETA M&E

12

DISCUSSION BRIEF 12



WHOSE CAPACITY?

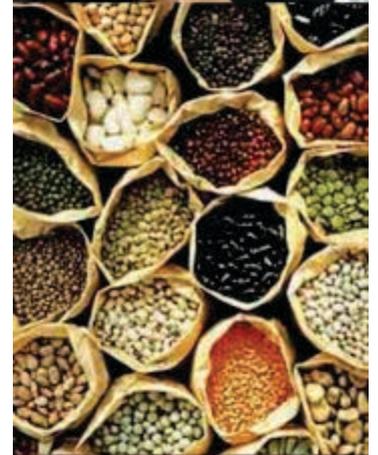
When it comes to the introduction of a new Monitoring and Evaluation (M&E) framework in any multi-partner context, widespread capacity building is usually needed, among both organisations and individuals.

In the case of M&E in a SETA environment, the organisations who would need to get to know the new framework and implementation plans are obviously all SETAs, but also those to whom they report, including DHET and the NSA, and those who report to them, specifically providers and employers.

Within the SETAs, several individual role players need to understand the framework and implementation plan, including CEOs and COOs, unit managers, and those directly tasked with M&E. The latter need the most detailed engagement with the framework and its implementation plans and will be the primary, but not the only, participants in capacity development. Implementers can be very well informed, but struggle to implement if the rest of the organisation or wider system fails to support the new initiative. Here we also suggest the reskilling of SETA Quality Assurance staff (if their role is absorbed into the QCTO) to fulfil M&E roles.

WHAT CAPACITY?

Role players must be able to use the overall M&E framework and its various components. But more than that, they also need to contribute to the ongoing refinement of the framework and its implementation plans. As individuals and organisations put the framework into practice, they should spot gaps and issues and contribute to developing solutions for these. This, in itself, is a form of capacity development, far better than exclusively theoretical training.



A NEW TAKE ON CAPACITY DEVELOPMENT

We cannot assume that the framework and its components are perfect, to be memorised and unquestioningly implemented. It is likely that ongoing refinement would be necessary and SETA implementers and partners are well placed to try out and refine the framework. A longer term capacity development programme linked to existing forums and platforms is the ideal place for this ongoing improvement...

with implementation, nothing beats learning by doing and collective reflection.

RECOMMENDATIONS

We therefore propose a capacity development process consisting of multiple modalities and interactions, as follows:

- 1 Higher level presentations to DHET, NSA, SETA CEOs and COOs
- 2 More practical presentations to M&E teams and their immediate managers, as well as selected providers and employers
- 3 Formal courses for M&E teams, modularised, complemented with the establishment of a Learning Network of implementers with an online or social media component
- 4 Information workshops for mixed groups consisting of all of the above, e.g. at the Collaborative Research Working Group
- 5 Online materials and tools with templates that can be accessed by anyone at any time.

The formal course will be modularised and participants can choose to do modules without or with assignments. The accredited course will comprise all modules and assignments.

WHEN WILL THIS TAKE PLACE? Proposed schedule for comment:

	Proposed Schedule	Repeat
Module 1 (2-day workshop)	7-8 November 2019	16-17 January 2020
Presentation to SETA CEOs, DHET and NSA	7 November 2019	16 January 2020
Module 2 (2-day workshop)	14-15 November 2019	23-24 January 2020
Presentation to SETA CEOs, DHET and NSA	14 November 2019	23 January 2020
Module 3 (2-day workshop)	14-15 November 2019	13-14 February 2020
Presentation to SETA CEOs, DHET and NSA	28 November 2019	13 February 2020
Module 4 (2-day workshop) & CRWG	28-29 November 2019	27-28 February 2020
Presentation to SETA CEOs, DHET and NSA	28 November 2019	27 February 2020
Collaborative Research Working Group	29 November 2019	

Your thoughts? Please share your reactions and recommendations with Prof Eureta Rosenberg: E.Rosenberg@ru.ac.za

